

Human Resources Management

One Book

Fiscal Years 2006 - 2011 Strategic Plan



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1. INTRODUCTION

1.1 Purpose

This document presents an integrated plan for Human Resources Management (HRM). The HRM Strategic Plan for 2006 to 2011 is an update, not a major revision, intended to support and help achieve the current goals and objectives listed in the Strategic Plan of the Under Secretary of Defense Personnel & Readiness (USD (P&R)). The USD (P&R) 2006 - 2011 Strategic Plan is available at <http://www.dod.mil/prhome/docs/stratplan06a.pdf>.

1.2 Scope of HRM Strategic Plan

The HRM Strategic Plan provides a framework for linkages between the USD (P&R) Strategic Plan and the strategic planning efforts of the Civilian HRM, Military Health System, and Military and Other HRM Sub-Mission Areas. The USD (P&R) Strategic Plan defines the P&R mission and goals and serves as the foundation for this plan. The HRM Strategic Plan provides a high-level, working document to assist planners in articulating the HRM mission, vision, goals, objectives, and desired capabilities. Future versions of the HRM Strategic plan may include performance measures that are developed to support the HRM mission, vision, and goals.

1.3 HRM Strategic Plan Organization

The HRM Strategic Plan follows the strategic planning methodology accepted throughout the Department of Defense (DoD).

The plan contains six sections as follows:

Section 1: **Introduction** – Provides HRM Strategic Plan purpose, scope, and organization.

Section 2: **HRM Mission, Vision, Goals, and Priorities** – Defines the organizational structure, mission, vision, strategic goals, and the strategic initiatives for HRM within a hierarchical framework.

Section 3: **Target Environment** – Documents the forward-looking view for HRM capabilities as leverage toward meeting the goals and objectives defined in Section 2.

Section 4: **DoD Business Enterprise Priorities** – Discusses the DoD enterprise-level focus of HRM strategy.

Section 5: **HRM Action Planning and Implementation** – Presents the specific events and steps to reach the desired strategic goals and objectives.

Appendices.



1.4 HRM Functions

HRM is the collection of functions that fall under the auspices of the USD (P&R). To support the DoD business transformation initiative, the BEA, and oversight of HRM systems, the OSD (P&R) has defined three HRM sub-mission areas. These are:

- Military Health System (<http://tricare.osd.mil/mhshome.aspx>)
- Civilian Human Resources Management (<http://www.cpms.osd.mil/>)
- Military and Other Human Resources Management (<https://www.mpm.osd.mil/>)

Details are presented in the HRM Structure document.

2. HRM MISSION, VISION, GOALS, AND PRIORITIES

2.1 HRM Mission

The HRM mission is to provide accurate human resources information, with respect to numbers, competencies (occupations, skills, education, and training), reception accounting, individual readiness, patient accountability and status reporting, person's unit and location, and assigned duty within organizations. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. Supporting warfighters with the right types of people, in the appropriate quantity, and at the right place and time will significantly increase the opportunity for mission success.

Key HRM initiatives are designed to directly impact and improve personnel management and readiness throughout the Department of Defense. The goal is to improve and transform business practices and information systems to facilitate seamless integration and provide better support to DoD military personnel, DoD civilian personnel, non-DoD personnel, and other human resources customers within a total force approach.

2.2 HRM Vision

The HRM vision is to promote DoD as an employer of first choice, attracting and retaining our nation's finest people to provide world-class support to the warfighter and other DoD customers. To support this vision, OUSD (P&R) will review how resources are focused on automation transformation efforts most closely aligned to the Personnel and Readiness goals intended to further DoD mission objectives.

2.3 HRM Business Enterprise Priorities

The HRM Business Enterprise Priorities are:



- Achieve total personnel visibility and accountability to include: military Service members, civilian employees (and other US personnel in a theater of operations including contractors and other federal employees), and military retirees
- Improve military healthcare delivery through a more efficient healthcare claims system, more accurate patient diagnostic coding, and joint medical material asset visibility
- Enhance force management through position accountability and visibility (military and civilian)
- Integrate civilian personnel and pay
- Achieve integrated total force management

2.4 P&R Goals¹

2.4.1 Attract, retain, develop and motivate high quality, diverse, and sufficiently-sized military forces to meet mission requirements.

Recruiting, developing and retaining high quality, diverse people is our central focus. We will continue to carefully identify requirements and tailor compensation and other programs to achieve those objectives. We will continuously review and improve personnel management to generate business practices, policies, and procedures that reflect our commitment to the men and women of the Department.

2.4.2 Posture the force for the future.

We will advance innovations in policy, compensation, legislation, and programs to meet current and future force management needs. Key elements of our future work include implementation of the Human Capital Strategy and the foreign language program envisioned by the Quadrennial Defense Review, enhancing our capability in stability operations, and improving joint officer management. To this end, we will work collaborative across the Department, with the Interagency and with the Congress to identify emerging issues in the Force Management; engage research and analytics to identify options, and propose optimal solutions.

2.4.3 Implement the National Security Personnel System (NSPS) and ensure that it is flexible, agile, credible, trusted and fiscally sound.

NSPS is the centerpiece of the Human Resources transformation of the Department. It is designed to provide the flexibility necessary to support the DoD mission and effectively manage the civilian workforce, with the right person, at the time, and at the right place.

NSPS will promote a results-oriented performance culture in which the performance and contributions of the DoD civilian workforce are more fully recognized and rewarded. The new Human Resource policy will unequivocally change the way DoD civilians are hired, evaluated, compensated, rewarded, disciplined, and the method labor-management program responsibilities will be fulfilled to promote our security interest and better serve the public. We will evaluate the implementation of NSPS to ensure its successful implementation and fairness to employees.

¹ *P&R Strategic Plan, April 2006.*



2.4.4 Ensure the Department of Defense systematically plans and forecasts workforce requirements to support the DoD mission with a trained and ready civilian force.

We will constantly review and evaluate the make up of its workforce to ensure success in meeting mission requirements. Not only must the right people be available to do the job, but also a system must be in place to ensure that as conditions or missions change the civilian force is trained and ready to meet the challenge.

We will also determine the best structure to provide optimal results at the lowest cost. It includes recruiting, training and succession plans that bring in the best talent available to the Department, trains them to carry out the functions of their positions and adapt to changes and identifies those individuals most suited for leadership positions.

2.4.5 Ensure that DoD's civilian workforce is capable, high performing, results-oriented, and richly diverse as America itself.

As transformation continues, there will be increasingly greater pressures on the civilian workforce to be more responsive, accurate, and customer-focused. We will ensure that recruiting efforts must be highly effective and sustainment issues must be identified and dealt with effectively. As the demand for high quality and effective workforce continues, we will ensure that it does not exclude any group from entry into the workforce or block its upward movement, for to do so is to risk the loss of valuable talent.

2.4.6 Provide a DoD HR Community that is strategically aligned and customer focused, and provides measurable, leading-edge results.

With the emphasis on building and maintaining a highly effective, results-oriented workforce, the quality of the Human Resources community will dramatically impact attainment of those goals. The implementation of NSPS changes the way we do business. Highly skilled individuals under the previous system are now beginning to face situations where their knowledge is inadequate to the task at hand. As such, we will take steps to ensure that the workforce is conversant in the new HR system that lessons learned are institutionalized and that commonalities in process, style and language are identified and shared. We will also revise our personnel management processes to ensure a continued focus on results that support the Department's mission and goals.

2.4.7 Integrate the active and reserve military, civilian employees, and support contractors into a diverse, cohesive total force and a rapidly tailorable joint force structure.

In order to improve our effectiveness, we will continue to maximize our workforce through a more seamless integration of the total force - we must create a continuum of service. We will be functionally integrated to maximize individual performance while recognizing the uniqueness, and capitalizing on the strengths of the people who comprise the total force. Organizations will be structured so they can be easily tailored in order to optimize and integrate the use of the knowledge, skills, and abilities of each individual in the accomplishment of the DoD mission. Information systems applications will be developed to capture the competencies of the billets, the demand, as well as the competencies of the individuals. Also, organizations and forces must be flexible and responsive to the requirements of the Combatant Commanders in order to meet the challenges of the twenty-first century.



2.4.8 Promote the transition of the Reserve Components (RC) to an "operational reserve", in addition to their traditional role as a strategic reserve.

We will recognize that the National Guard and Reserve are primarily an on-call force, but they are being called upon to play an even more integral part in the day-to-day accomplishment of the Department's operational requirements. We must adapt policies, practices, and force management approaches to support this critical change, and provide the Guard and Reserve with the manning, training, equipping, resourcing, and basing essential to their success. We will establish policies and pursue statutory changes to remove barriers to the implementation of a "continuum of service" construct. We will re-engineer mobilization and demobilization policies and procedures and we will further strengthen and encourage the employer support of our Guard and Reserve members, while looking to reduce the burdens and economic impact of their employers. In addition, we will strive to solidify the Reserve component roles in Homeland Defense and Civil Support mission areas by developing policies which leverage their capabilities and community basing.

2.4.9 Enhance quality of life for the total force and support military members, their families, and retirees across the full human resource life cycle.

To support the total force, our military families, and retirees, we will pursue initiatives that reflect our commitment to all of those who are serving as well as those who have served. We will provide training, equipping, resourcing, and basing essential to success on and off duty. We will focus on quality of life initiatives across the full human resource life cycle from recruiting through retirement. We will provide continued, seamless support to our military personnel and their dependents as the military personnel cross from active to reserve status and back, as they deploy and redeploy, and as they leave military service to enter the private sector as veterans or retirees.

2.4.10 Provide the Joint Force with best-in-the world Operational Medicine/Force Health Protection (FHP), homeland defense and high-quality health care for beneficiaries.

To maintain our high quality health care we will transform the medical force so that future medical support is fully trained and aligned with joint force concepts. We also will transform the infrastructure of the Military Health System to reduce excess capacity/infrastructure and operate jointly in multi-service markets. We will become a more customer focused and performance-based organization, that anticipates and responds to the changing nature of healthcare. We will leverage science and technology, so that new medical products and services are rapidly developed and deployed and we will transform the TRICARE benefit to reinforce the appropriate use of resources.

2.4.11 Provide appropriate education, training, and development of the total force to meet joint coalition/international mission requirements.

To maintain a state of readiness, we will strive to support the life long learning continuum so the total force has the background and experience that will ensure that our people can perform the missions assigned. We will assist organizations to identify the skills and characteristics needed among leaders and employees to achieve success and make the appropriate investments to train and develop people to reach the required competencies needed by the Department. Critical skills and competencies such as foreign language ability and cultural knowledge must be identified, developed, and nurtured in the force.



2.4.12 Support the readiness of the total force for peacetime, contingency, crisis, and war fighting and post conflict stability operations.

To meet the nation's time-sensitive requirements for military forces, we will make effective decisions regarding the readiness of our active and reserve component organizations. We will provide a comprehensive, integrated set of accurate and timely information on personnel, equipment, and training readiness indicators, so that leaders will then have critical knowledge available to communicate, evaluate, and decide on appropriate force readiness issues.

2.4.13 Measure and protect the ability of forces to conduct assigned missions.

To meet the needs of force and operational commanders, we will continue the development and implementation of the Defense Readiness Reporting System. This system provides a registry of the ability of forces to conduct assigned missions. This system will also provide detailed information on the resources and training status. Our goal is to provide a scenario assessment capability to inform both risk analyses and force management decisions.

2.4.14 Reduce injuries for our civilian employees and military members and aviation mishaps.

We will create and foster a zero preventable accident culture throughout the Department to continue to strive and protect our most viable assets - our military and civilian workforce. With estimated \$3 billion expenditure per year in accidents, we must ensure that all personnel are accountable to act responsibly. We will also use the best practices and garner the resources for their application across the Department to ensure success.

2.4.15 Promote an environment that is supportive, respectful and harassment free to get the most out of each individual.

We will establish policies and business practices which promote a caring, nurturing environment that demonstrates our commitment to our people while ensuring the accomplishment of the DoD mission. We also will foster an organizational culture that stresses respect, is free of harassment and unlawful discrimination and assault, is results oriented, and is focusing on accountability, teamwork, employee involvement, and empowerment to maximize efficiency and performance.

2.4.16 Inform and educate US citizens worldwide of their right to vote; foster voting participation; protect the integrity of and enhance, the electoral process at the Federal, state and local levels; and promote effectiveness and efficiency in the administration of the Uniformed and Overseas Citizens Absentee Voting Act

We will ensure that every Uniformed Service member and their voting-age family members and all US citizens residing outside the US are aware of their right to vote and that they have the opportunity to freely participate in the absentee voting process. We will endeavor to utilize new technology to simplify and improve the absentee voting process, while maintaining its integrity and providing readily available absentee voting assistance throughout the world through a network of Voting Assistance Officers. We



will encourage the states and territories to eliminate barriers that make it difficult for US citizens to participate in the absentee voting process.

2.4.17 Provide effective management of OUSD (P&R) to meet mission and organizational needs.

We will manage our P&R resources in the most effective and productive manner using best business practices, continually improving and refining our policies, practices, and processes and incorporate evolving technology. We will ensure the effective integration of activities throughout the organization to minimize duplication of effort. Goals will be set, measured and progress evaluated on how well we support the Department. A continuing dialog with stakeholders and customers should help to guide the articulation of programs and policies.

3. TARGET ENVIRONMENT

The target environment is where total force visibility has been achieved, pay for performance has been implemented, and the HR infrastructure is managed according to the warfighter and HRM community needs.

This target environment for oversight of HRM information systems and resources will be attained through a combination of the congressionally-mandated system of Investment Review Boards (IRBs) and DoD's implementation of Portfolio Management (Department of Defense Instruction (DoDI) 8115.02, October 30, 2006).

3.1 Investment Review Board

The National Defense Authorization Act for FY 2005 requires that all defense business system modernizations in excess of \$1 million, or which are considered Office of the Secretary of Defense Items of Interest, be certified prior to allocating funds. DoD instituted the Investment Review Board (IRB) process to implement this congressional mandate. The USD (P&R) is the designated Certification Authority (CA) for all HR investments. The HRM CA must certify HRM business system investments at least annually to the Defense Business Systems Management Committee (DBSMC). The HRM IRB recommends to USD (P&R) investments in information systems and resources that will achieve HRM and DoD requirements. Investment review includes assessing automation project costs, benefits, and risks associated with the planning, design, acquisition, development, and deployment of systems under HRM oversight.

The IRB process ensures that business system investments align with both DoD strategic mission, goals, and objectives and Principal Staff Assistant (PSA) required capabilities. It is employed to:

- Ensure that business capabilities are delivered that support the warfighting mission
- Enhance compliance with the DoD Business Enterprise Architecture (BEA)
- Identify common processes
- Ensure an appropriate level of review based on cost, scope, and complexity



- Comply with legislation, regulations, policies, and procedures as appropriate

More information can be found in the HRM IRB Management Plan, also in this binder.

3.2 HRM Investment Priority Management

The Portfolio Management instruction (DoDI 8115.02) specifies that the Business Mission Area “ensures that the right capabilities, resources, and materiel are reliably delivered to our warfighters....”² Architecture is used as a tool set to help communicate how systems relate to the requirements of HRM mission execution. HRM efforts to implement Investment Priority Management includes ongoing efforts to formulate definitions of HRM Business Capability Areas to promote transition planning for a portfolio of core systems and the integration of industry and Government leading practices into the culture of the HRM structure.

“Achieving the goals of the Department of Defense requires a fundamental change in the way IT is managed in the Department. Historically, IT resources have been managed and acquired as stand-alone systems rather than as integral parts of a net-centric capability. This has had the effect of allowing duplicative investment in systems or platforms that deliver the same or similar capabilities, limiting the ability to share information or fully incorporate Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) factors. Managing portfolios of capabilities aligns IT with the overall needs of the warfighter, as well as the intelligence and business activities which support the warfighter. In support of Enterprise, Mission Area, and Subportfolio concepts, goals, measures, and integrated architectures, this instruction [DoDI 8115.02] describes the fundamental concepts necessary to align IT with National Security and defense outcomes.”³

HRM Investment Priority Management will use the information captured during the IRB process--from Defense Information Technology Portfolio Repository (DITPR), Select and Native Programming Data Collection-Information Technology (SNAP-IT), Architecture Compliance and Requirements Traceability (ACART), Planning, Programming, Budgeting, and Execution (PPBE), Joint Capabilities Integration and Development System (JCIDS), and other applicable authoritative sources--as a foundation. The process will then probe what alternatives will produce the best mix of investments to best meet the Department’s needs within the overall HRM business subportfolio of Enterprise and Component systems.

DoDI 8115.02 also indicates that consistent with Office of Management and Budget (OMB) Capital Planning and Investment Control guidance under OMB Circular No. A-130, “Management of Federal Information Resources,” as amended, the Department of Defense will use four continuous integrated activities to manage its portfolios—analysis, selection, control and evaluation. The overall process is iterative, with results being fed back into the system to guide future decisions. Figure 3-1 shows the major investment priority management activities, their key products and outcomes, and their relationships to the DoD decision processes.”

² Per DoDI 8115.02, October 30, 2006

³ Per DoDI 8115.02, October 30, 2006

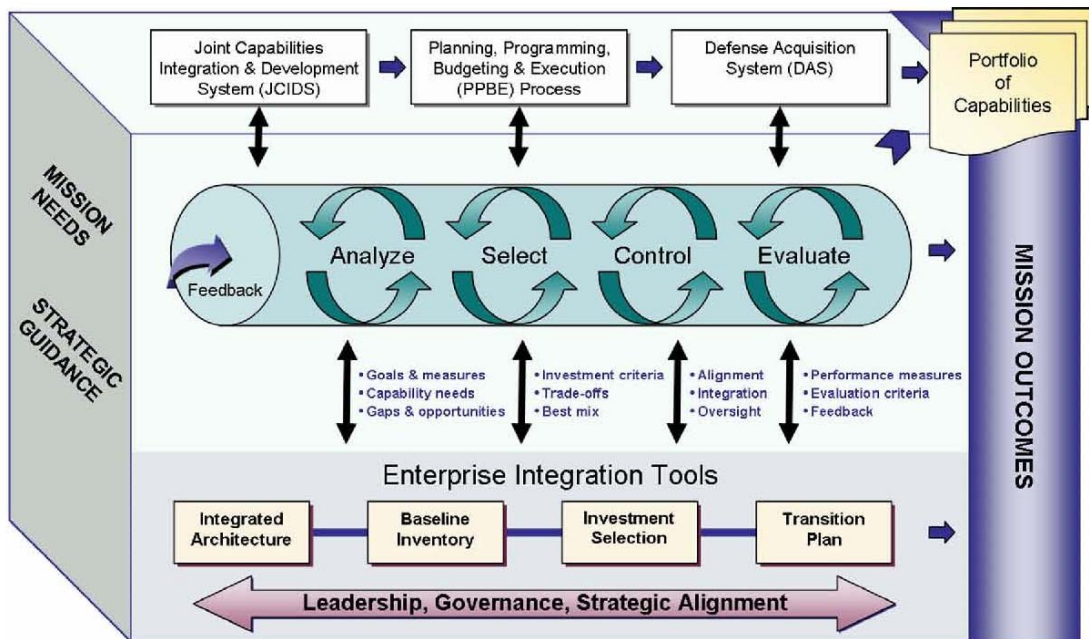


Figure 3-1 Investment Priority Management

Additional information can be found in the HRM Portfolio Management (PfM) Concept of Operations (ConOps).

3.3 HRM System Capabilities

The HRM community works to fulfill its mission by developing and fielding approximately 1,300 systems to support the total force. Major systems include:

- [Defense Civilian Personnel Data System \(DCPDS\)](#) - DCPDS is an automated, web-based human resources system that standardizes civilian human resources processes and promotes efficient service delivery across the DoD. It contains more than 800,000 employee records and more than 1.5 million position records. DCPDS is the vehicle for implementing the NSPS capabilities for performance based HR evaluation, development and compensation.
- [Defense Integrated Military Human Resources System \(DIMHRS\) for Personnel and Pay \(Pers/Pay\)](#) - DIMHRS (Pers/Pay) will be a fully integrated, all-Service, all-Component, military personnel and pay system that supports military personnel throughout their careers and retirement—in both peacetime and war.
- [Defense Travel System \(DTS\)](#) - DTS is a secure, web-based travel system that provides official travel services to the DoD Active Duty, Guard, Reserve, and civilian personnel. It will interface with more than 35 financial management systems, including accounting, disbursing, entitlement, and pay systems; a secure electronic archive; DoD's Public Key Infrastructure; government card vendors; and four Global Distribution systems.
- [US Military Entrance Processing Command \(MEPCOM\) Integrated Resource System \(USMIRS\)](#) - USMIRS is the official accession reporting system for DoD. It reports accession data for new recruits to the Services' headquarters' personnel systems. Data includes applicants' physical, mental, moral, and security qualifications. USMIRS also sends identification information for



members and their dependents to the Defense Manpower Data Center. USMIRS is the first Joint-Service system.

- [TRICARE Online \(TOL\)](#) - TOL is the Military Health System online portal for Active Duty and retired uniformed Service members and their families. It provides easy access to available healthcare services and information.
- Armed Forces Health Longitudinal Technology Application ([AHLTA](#)) - Formerly known as the Composite Health Care System II (CHCS II), AHLTA is the military's Internet-based electronic health record that when fully deployed will support 9.1 million TRICARE beneficiaries.

3.4 HRM Lines of Business

The HRM Lines of Business (LoBs) represent groupings of highly interrelated activities that are critical to the overall HRM mission. The LoBs are already used in the budgetary and resource allocation process. Automation initiatives are mapped to these LoBs and to the appropriate parts of the Enterprise Architecture in order to ensure that analysis and implementation efforts are not being duplicated. Figure 3-2 presents the 14 HRM LoBs.



Figure 3-2 HRM Lines of Business (LoBs)



Detailed description of each HRM LoB:

- **Assignments/Placement/Transfer** – All activities associated with assigning, placing against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, providing placement advisory services, processing placement actions), and/or transferring DoD members and employees.
- **Benefits Management** – All activities associated with the management of benefits to include indirect compensation, wage supplements, and indirect payments. This includes: medical, dental, life and long-term insurance; pension/retirement; flexible spending; disability benefits; entitlements; benefits eligibility, enrollment and termination; tracking of health care administrators; savings management (Thrift/Bonds); and benefits reporting.
- **Inter-Agency Support** – All activities associated with responding to policy, procedural and process issues and requirements with outside agencies that have an impact on the benefits, entitlements, and well-being of human resources.
- **Law Enforcement** – All activities associated with the protection of people, places, and things from criminal activity resulting from non-compliance with US laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.
- **Legal Affairs** – All activities associated with resolution facilitation and the administration of adverse actions (judicial and non-judicial). Resolution facilitation refers to those activities outside a court of law, such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, corporation). Adverse actions can be based upon misconduct, unacceptable performance or both and can lead to legal actions and non-disciplinary actions such as medical inability to report for duty, separation or furlough that can lead to administrative actions.
- **Military Health Services Management** – Provide direction, resources, health care providers, eligibility, enrollment and other means necessary to promote the health of the DoD TRICARE beneficiary population. This includes developing and promoting health awareness issues to educate customers, discovering and resolving environmentally based health threats, providing health services, including preventive care and problem intervention, and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the health care services system.
- **Personnel/Pay Management** – All activities associated with managing human resources. This includes the performance of personnel actions necessary to support DoD members and employees, determining eligibility for pay and deductions, executing payroll, certifying and building of a pay file for disbursing, reporting taxes, providing information to support mission planning, personnel and pay oversight and financial reporting.
- **Personnel Development** – All ongoing activities related to enhancing an employee's or member's personal and professional skills including functions that support managing



careers, training and education management, competency development, evaluations, promotions, and recognition programs (e.g., incentives, bonuses, awards).

- **Human Resources Information Security** – All Activities associated with ensuring employees, contractors, and other designated persons have been approved and issued badges to enter federal buildings, utilize federal services, and serve in positions requiring certification of personal reliability. This activity also includes determining and tracking individual personnel security clearances as well as supporting the National Industrial Security Program.
- **Position Management** – All activities associated with developing, analyzing and implementing position plans, managing strength levels against those plans. This includes integrating force structure requirements into personnel functions enabling proper utilization of DoD human resources through structuring organizations validating organizations against budgetary constraints, establishing and allocating positions, and managing programs required to support strategic goals.
- **Quality of Life/MWR Management** – All activities associated with maintaining or improving personnel's quality of life and individual dignity/rights. This includes managing and administering labor relations; providing for workforce communications; and supporting morale, welfare, and recreation (MWR), family support, casualty assistance and social action programs.
- **Recruiting and Accessions** – All activities associated with recruiting, identifying, evaluating and selecting candidates to fill a position or organizational requirement, hiring/accessing, transferring, assigning or placing DoD members and employees against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, in-processing selected candidate, and accepting individuals into the DoD).
- **Travel Management** – This activity authorizes and documents all types of official travel (e.g., initial hire/first duty station travel, temporary duty travel, and permanent change of station travel). This includes verifying a travel authorization, required documentation, and traveler's eligibility and credentials (e.g., security clearance, passport, visa, foreign area clearance); initiating and finalizing travel requests and authorizations; gathering information necessary to create a travel authorization for individual or group travel; verifying funds availability; arranging travel accommodations (e.g., airlines, rental car, lodging); estimating travel costs; and completing and issuing travel authorizations to the traveler and accounting to obligate funds.
- **Retirement/Separation** – Consists of activities associated with discharging, dismissing, retiring, and resigning DoD members and employees. In addition, managing the military retiree for recall and their retention/retired pay and military annuitant pay requirements and operations (which contain payments to retirees, annuitants, victims of abuse, former spouses, forgotten widows, etc.).

Some HRM capabilities are unique to specific LoBs, while others are shared in common by multiple LoBs. **Appendix C** depicts the mapping of HRM capabilities to their respective LoB.



3.5 HRM Leading Practices

The definition and adoption of HRM leading practices is a key factor in reaching the “To-Be” environment. Implementation of leading practices will position the DoD as an employer of choice and facilitate effective, mission based HR development. DoDI 8115.02 specifies that “priority shall be given Global Information Grid (GIG) Enterprise Services and commercial-off-the-shelf (COTS) software solutions that embed leading practices and processes.” As DoD defines and adopts leading practices, a self-maintaining and process improvement environment will be facilitated. HRM leading practices defined to date are presented in **Appendix D**.

These practices range in scope and focus—some being strategic in nature (e.g., a single human resource profile), and some being operational but having a large impact on the business operations.

4. DOD BUSINESS ENTERPRISE PRIORITIES

The USD (P&R) has the leadership responsibility for developing key HRM initiatives that directly impact the enterprise-level priorities. These priorities will significantly improve personnel management throughout the Department of Defense. The initial HRM business enterprise priority (BEP) is Personnel Visibility (PV).

PV is the fusion of accurate human resources (HR) information and secure, interoperable technology. PV is defined as having reliable information that provides visibility of military Service members, civilian employees, military retirees, contractors (in theater), and other US personnel, across the full spectrum—during peacetime and war, through mobilization and demobilization, for deployment and redeployment, while assigned in a theater of operation, at home base, and into retirement. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. The goal of PV is to provide accurate, timely and readily available personnel information (including data on military, civilians, contractors, and coalition resources supporting the operation) to decision makers.

Figure 4-1 depicts the Enterprise business capabilities touched by the Personnel Visibility BEP and places PV within the context of the other DoD BEA V4.0 BEPs.



Fiscal Years 2006 – 2011 Strategic Plan

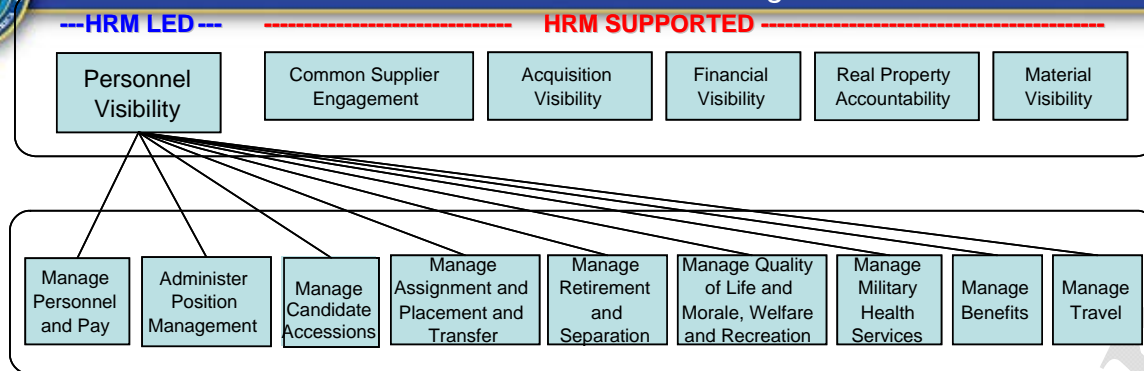


Figure 4-1 DoD Business Enterprise Priorities: HRM Focus and the Supporting 9 HRM Capabilities at the Enterprise level

There are four key enterprise initiatives identified as high impact because they significantly improve the manner in which the Department performs the HRM core capabilities and will enable enhanced Personnel and Financial Visibility. These initiatives, also known as enterprise level systems, include:

- Defense Integrated Military Human Resources System for Personnel and Pay (DIMHRS (Pers/Pay))
- Defense Travel System (DTS)
- Defense Civilian Personnel Data System (DCPDS)
- Armed Forces Health Longitudinal Technology Application (AHLTA)

The USD (P&R) provides functional standards for these initiatives to improve and transform business practices and systems. These systems and business practices:

- Support a diverse, cohesive, and rapidly tailorable force structure
- Deliver quality health services and travel management that meet the readiness needs of the Department

5. HRM ACTION PLANNING AND IMPLEMENTATION

5.1 HRM Annual Performance Planning

The specifics of measuring HRM strategic performance indicators and their corresponding higher and lower level links will be presented in the HRM Annual Performance Plan (to be published). The higher level links include mapping to Strategic Goals and Objectives. The more granular links include mappings to the appropriate HRM Architecture views. As the HRM systems become designated as strategic support systems, their performance metrics and measures will be mapped to the HRM Strategic Goals and Objectives.

The strategic planning and annual performance measurement cycle is keyed to the HRM management meetings and linked with implementation of processes and schedules.



The outcomes of implementing each layer of the annual performance planning pyramid include approved HRM input into the DoD Enterprise Transition Plan, implementing near-term actions, reviewing planning, identifying problems and opportunities, measuring performance, and developing and approving annual report(s). Reviews for the annual performance report will be accomplished concurrently with the HRM Strategic Plan updates. Figure 5-1 depicts this process.

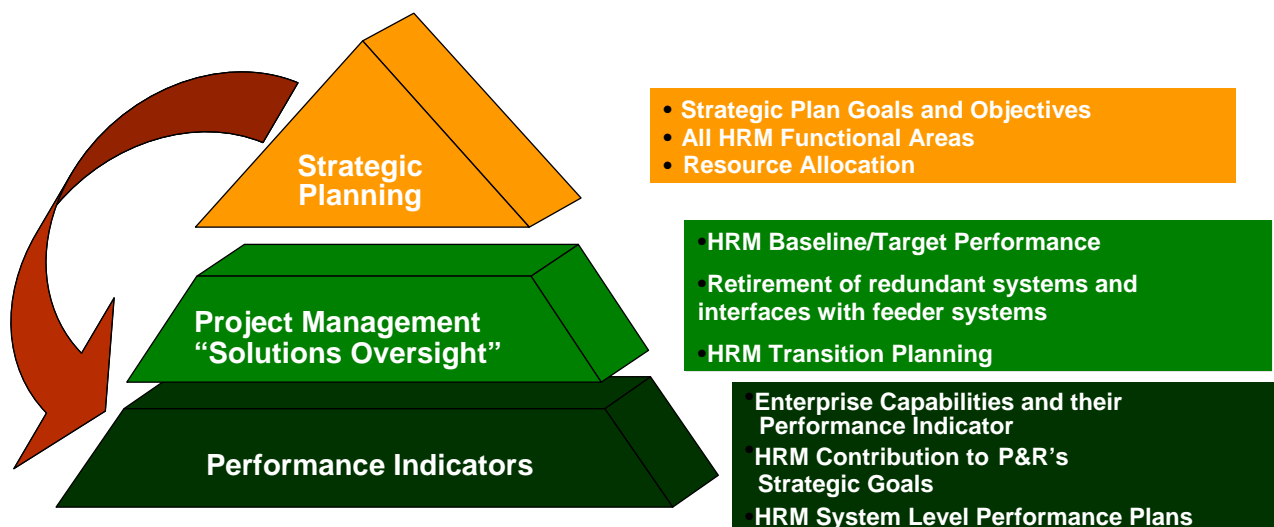


Figure 5-1 Strategic Performance Planning

5.2 HRM Transition Planning

While the requirement for a HRM Transition Plan and related implementation details remain under study at this time, summary information has been provided by HRM for publication within DoD's Enterprise Transition Plan (ETP). The ETP summarizes DoD enterprise business transformation automation efforts with designated sections focused on P&R's efforts supporting the Personnel Visibility (PV) component of HRM's strategic planning. The PV ETP information presents an integrated enterprise level depiction of the related HRM sub-mission areas development of migration plans and system action plans related to achieving HRM's PV Strategic Objectives. The integration among the HRM sub-mission areas is essential in implementing the transition from the existing legacy environment to integrated capabilities within the investment priority guidance of the HRM Investment Review Board Certification Authority (i.e., Deputy USD (P&R)).

PV is the fusion of accurate human resources (HR) information and secure, interoperable technology within the HRM core business mission. PV is defined as having reliable information



that provides visibility of military Service members, civilian employees, military retirees, contractors (in theater), and other US personnel, across the full spectrum—during peacetime and war, through mobilization and demobilization, for deployment and redeployment, while assigned in a theater of operation at home base, and into retirement. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. The goal of PV is to provide accurate, timely and readily available personnel information (including data on military, civilians, contractors, and coalition resources supporting the operation) to decision makers.

Updates to the ETP will be coordinated with the progress of the HRM Enterprise Architecture (HRM EA) development efforts federated within DoD's Business Enterprise Architecture (BEA). The plan is produced in March and September of every year by the Business Transformation Agency (BTA) and is subsequently provided to the Congress.

5.3 Next Steps

The HRM community developed a structured iterative approach to successfully implement its Fiscal Years (FYs) 2006 - 2011 Strategic Plan. The results of the strategic implementation in FY2006 - 2007 will provide valuable performance information that will be fed back into the next iterations of the plan and the annual implementation appendices. Additionally, based on the performance data, the HRM systems will be periodically reexamined to assess their contribution to HRM's ability to effectively and efficiently execute its mission and meet goals and objectives. The strategic planning process is thus a self-assessing and self-correcting one that drives the organization towards continual improvement in pursuit of providing the warfighter with the right Defense Business Systems support at the right time at the right place and at the right price.



Appendix A: HRM STAKEHOLDERS

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
<i>Level of Involvement: Core</i>		
Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) Leadership	OUSD (P&R) Under Secretary of Defense for Personnel and Readiness Principal Deputy Under Secretary of Defense for Personnel and Readiness Program Executive Officer for Human Capital Strategy Assistant Secretary of Defense for Health Affairs Assistant Secretary of Defense for Reserve Affairs Deputy Under Secretary of Defense for Program Integration Deputy Under Secretary of Defense for Readiness Deputy Under Secretary of Defense for Military Personnel Policy Deputy Under Secretary of Defense for Civilian Personnel Policy Deputy Under Secretary of Defense for Military Community and Family Policy Deputy Under Secretary of Defense for Equal Opportunity Deputy Under Secretary of Defense for Plans	
<i>Level of Involvement: Tier 1</i>		
Services, Components, and Agencies	Joint Staff Combatant Commands Department of the Army	OUSD (P&R) performs Certification and investment prioritization for HRM systems for the following: Army, Air Force, Navy, Marine Corps, Air Force



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STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	<p>Army National Guard Army Reserve Department of the Air Force Air Force Reserve Air National Guard Department of the Navy US Marine Corps Marine Corps Reserve Naval Reserve Coast Guard Reserve Service members and dependents Inspector General Defense Information Systems Agency (DISA) Defense Intelligence Agency (DIA) Defense Logistics Agency (DLA) Defense Finance and Accounting Service (DFAS) Defense Security Service (DSS) Uniformed Services University of Health Sciences Homeland Defense National Security Agency (NSA) Defense Commissary Agency (DeCA) DoD Education Activity (DODEA)</p>	<p>Reserve, Air National Guard, Army Reserve, Marine Corps Reserve, Naval Reserve, and Coast Guard Reserve.</p> <p>DISA is an infrastructure provider (OASD (NII)).</p> <p>In the warfighter area, personnel and organizations are managed in Combat Service Support systems, which execute “focused logistics” (DLA).</p> <p>HRM pay interface to DFAS disbursements is a key area of work.</p> <p>HRM encompasses the organizations conducting security background investigations (DSS).</p> <p>Uniformed Services University of Health Sciences is part of the Military Health System Sub-Mission Area and under Training Capability—also involved in inputs to credentialing.</p> <p>HRM under quality of life (QOL)/morale, welfare, and recreation (MWR) manages commissaries and other non-appropriated fund operations (DeCA).</p>
DoD Leadership	<p>Office of the Secretary of Defense Office of the Under Secretary of Defense (Comptroller) Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) Office of the Assistant Secretary of Defense for Networks and Information Integration (OASD (NII)) Office of the Director for Program Analysis and Evaluation (PAE)</p>	<p>PAE conducts independent analysis for and provides independent advice to the Secretary and Deputy Secretary of Defense.</p>



STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
BTA Transformation Partners	Financial Management Material Supply and Service Management Real Property and Installation Lifecycle Management Weapon System Lifecycle Management	
Non-DoD Partners	Department of Veterans Affairs (VA) Department of Homeland Security National Archives and Records Administration (NARA) Department of Labor National Oceanic & Atmospheric Administration (NOAA) Public Health Service (PHS) North Atlantic Treaty Organization (NATO) Southeast Asia Treaty Organization (SEATO) Australia, New Zealand, United States Security Treaty (ANZUS)	
Non-Government Support Organizations	United Service Organizations (USO) American Red Cross	OUSD (P&R) assumes responsibility for health, welfare, and safety of USO and Red Cross employees, etc., when they are sent into theaters.
Level of Involvement: Tier 2		
Legislative/Oversight Bodies	Congress Congressional Budget Office Government Accountability Office Office of Personnel Management Office of Management and Budget	
Other Non-DoD Partners	Department of State Social Security Administration Federal Bureau of Investigation All 50 state governments	



STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	Territorial governments District of Columbia Department of Justice	
<i>Level of Involvement: Tier 3</i>		
Foreign Organizations	Foreign governments Foreign military organizations	
Media	Local media National media Trade media	



Appendix B: HRM HIGH PRIORITY INITIATIVES

Initiative	Description/Objective	Impacted Capabilities	Approach	Expected Benefits
DIMHRS (Pers/Pay) Defense Integrated Military Human Resources System for Personnel and Pay	DIMHRS (Pers/Pay) will be a fully integrated military personnel and pay system that supports military personnel throughout their careers and retirement—in peacetime and war. Once developed and implemented, DIMHRS (Pers/Pay) will be the largest, most complex Commercial Off-The-Shelf (COTS) human resources information management system in the world. It will ensure accurate and timely pay and benefits for Service members and their families—anytime, anywhere. At present, DIMHRS (Pers/Pay) is projected for deployment to all Components of the Army and Air Force.	<ul style="list-style-type: none"> • Military Personnel and Pay Management • Military Recruiting • Total Force Management • Quality of Life/Morale, Welfare and Recreation Programs • Manage Access to Health Care 	<p>The developmental process used for DIMHRS (Pers/Pay) consists of the following 5 phases:</p> <ul style="list-style-type: none"> • Plan & Analyze – Completed <ul style="list-style-type: none"> ○ Analyze laws, DoD policies, and Service regulations to determine functional requirements ○ coordinate functional requirements with Stakeholder Community ○ document Military Personnel and Pay Business Standards • Design – Completed <ul style="list-style-type: none"> ○ develop detailed plan on how the system will support the requirements ○ develop plans in both text and graphical representation to illustrate look and feel ○ review several designs prior to the final design • Develop – DIMHRS is currently in this stage of system development. <ul style="list-style-type: none"> ○ configure the COTS product to meet design requirements ○ develop code where necessary ○ create and review several “builds” ○ integrate the pieces of the system ○ begin the testing continuum • Test – This phase began in FY07 and will be completed before deployment to the Army and Air Force. <ul style="list-style-type: none"> ○ evaluate the system ○ ensure the builds meet requirements and function as designed • Implement – DIMHRS will be deployed first to the Army, then to the Air Force. <ul style="list-style-type: none"> ○ train users 	DIMHRS (Pers/Pay) will: <ul style="list-style-type: none"> • Fully integrate personnel and pay • Fully integrate Active, Reserve, and Guard personnel management and pay information into a single, comprehensive Record of Service for all Members • Enable cross-Service support and provide a robust set of Member self-service capabilities • Ensure accurate tracking of personnel • Capture full competency and skill information • Address security issues



Fiscal Years 2006 – 2011 Strategic Plan

Initiative	Description/Objective	Impacted Capabilities	Approach	Expected Benefits
			<ul style="list-style-type: none"> ○ conduct data migration from legacy systems ○ activate interfaces ○ provide web-based access to the system ○ use system to conduct business – “Go Live” 	
DTS Defense Travel System	DTS transforms what is currently a paper-based, labor-intensive travel process into a fully automated and web-based system that will support official travel.	<ul style="list-style-type: none"> • Travel Authorization Administration and Reimbursement 	<ul style="list-style-type: none"> • DTS is currently operational at 4450 DoD sites. • During FY05, DTS was deployed to service and agency Phase II sites. • Award Small Business Commercial Travel Office (CTO) contracts • Award Full and Open CTO contract while consolidating the existing DoD travel service contracts under one management entity. 	<ul style="list-style-type: none"> • At FOC, DTS will provide DoD with a seamless, paperless TDY travel system. • Reduce cost to the Department that is associated with arranging, documenting and reimbursement processes associated with official government travel. • Shorten the time between requesting and receiving reimbursement for travel. • Reduce delinquent travel card payments by allowing split disbursement, scheduling partial payments, and providing a charge card vendor interface. • Provide visibility of DoD personnel preparing for, executing, or completing official government travel.



Initiative	Description/Objective	Impacted Capabilities	Approach	Expected Benefits
DCPDS Defense Civilian Personnel Data System	DCPDS is a single, web-based Human Resources (HR) system that standardizes civilian HR processes and promotes efficiency of HR service delivery. The system uses a standard, easy-to-follow user interface to provide HR specialists, managers, and administrative specialists HR information at their fingertips. DCPDS is also the largest automated HR system in the world, containing over 800,000 civilian employee records and over 1.5 million position records. DCPDS replaced nine legacy civilian HR systems, and supports all targeted DoD civilian employees and organizations.	<ul style="list-style-type: none"> • Civilian Personnel Management • Civilian Position Management • Total Force Management 	<ul style="list-style-type: none"> • The DCPDS reached FOC on September 27, 2002. Civilian Personnel Management Service (CPMS) managed DCPDS development and deployment, and currently administers the operation, maintenance, and sustainment of DCPDS through a contract with Lockheed Martin Information Technology (LMIT). The sustainment phase includes the addition of system enhancements, to add new functionality or enhance existing capabilities. The migration of DCPDS from a client-server to a web-based environment was completed in 2003, upgrading the application software to the newest release. With the upgrade to this web-based version, users access the DCPDS application via a standard web browser, taking advantage of internet technology and improved system navigation. 	<ul style="list-style-type: none"> • Support all targeted DoD civilian employees and organizations • Transform civilian HR processes and HR service delivery • Replace nine legacy civilian HR systems • Process civilian personnel transactions, generates reports and maintains employee history • Provide web-based access • Provide interface with the DoD automated payroll system • Provide personnel management information to supervisors' and managers' desktop computers • Provide corporate civilian workforce information to senior DoD leaders • Save DoD over \$200 million per year during the systems' 15-year life cycle
AHLTA Armed Forces Health Longitudinal Technology Application	AHLTA is the military medical and dental clinical information system that will generate and maintain a comprehensive, life-long, computer-based patient record for each Military Health System (MHS) beneficiary.	<ul style="list-style-type: none"> • Manage Access to Health Care • Manage Provision of Health Services • Perform Population Health Management • Total Force Management 	<ul style="list-style-type: none"> • AHLTA will be deployed to the DoD over an 8 year period. • Initial deployment training began in July 2004. 	<ul style="list-style-type: none"> • Reduce the number of lost medical records • Eliminate the need for the Member or beneficiary to hand carry records • Allow for real time entry and visibility of medical entries • Improve medical care by eliminating the need for handwritten notes that must be transcribed • Provide for more efficient patient check-in • Track patients • Allow for more accurate diagnostic coding



Appendix C: HRM CAPABILITIES MAPPED TO LINES OF BUSINESS

Capabilities	Line of Business
Military Personnel and Pay Management	Personnel/Pay Management Assignments/Placement/Transfer Interagency Support Retirement/Separation
Military Manpower Management	Position Management
Military Recruiting	Recruiting and Accessions
Military Retiree Pay and Military Annuitant Pay	Personnel/Pay Management Interagency Support
Travel Authorization Administration and Reimbursement	Travel Management Assignments/Placement/Transfer
Military Training and Education Management	Personnel Development Assignments/Placement/Transfer Interagency Support
Personnel Security	Personnel Security
Law Enforcement	Law Enforcement
Housing Policy	Benefits Management
Civilian Personnel Management	Personnel/Pay Management Recruiting and Accessions Assignments/Placement/Transfer Retirement/Separation Human Resources Development Employee Relations Labor Relations Performance Management
Civilian Pay Management	Personnel/Pay Management Interagency Support Compensation Management Benefits Management
Civilian Manpower Management	Organization and Position Management
Manage Access to Health Care	Military Health Services Management
Manage Provision of Health Services	Military Health Services Management
Perform Population Health Management	Military Health Services Management
Manage Health Services Performance	Military Health Services Management
Total Force Management	Personnel/Pay Management Assignments/Placement/Transfer Interagency Support
Quality of Life/Morale, Welfare and Recreation Programs	Quality of Life/MWR Management
Commissary and Exchange	Benefits Management
Equal Employment Opportunity/Equal Opportunity (EEO/EO)	Quality of Life/MWR Management
Legal Affairs	Legal Affairs



Appendix D: HRM LEADING PRACTICES TABLE

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Human Resources Total Force Visibility	Viewing human capital as a critical resource and aligning human capital to support the DoD mission and vision. A comprehensive view of the Department's personnel by organization, function, and competencies. Human resources managers, to include warfighters, from a single source, view the human resources pool in aggregate and at varying levels of filtering down to detail on individuals.	This will provide a single view for matching organizations and people, finding specific skill sets, and gaining an overall picture of organization to skill mixes; plan local or department wide development initiatives, and provide alignment with specific missions.
Manage Information Security for HRM Data	Information security management is exercised in the new Net-Centric environment. Information is published consistent with Net-Centric and Community of Interest (COI) objectives while protection of critical data is provided. Published data is considered collectively with an understanding of the possible sensitivities and classifications of filtered and or fused Human Resources Information. Information sources and systems are protected from access/intrusion at multiple levels.	Minimizes the risk of disclosure of sensitive data to other than authorized users and allows publication of data and metadata in the Net-Centric environment. Access is centrally authorized and maintained by functional role.
Human Resources Information Profile	Comprehensive view of an employee's personnel, pay and benefits history that includes skills, competencies, job preferences, duty locations, etc., that are accessible to the supervisor and the employee 24/7 with proper authorization to view and update information.	Organizational benefits include: an ability to account for DoD civilian, military, family members, and contractor personnel especially in wartime; ability to quickly scan employee information profiles for needed skills and competencies; and alleviate fragmented personnel and pay records that cause difficulty in tracking information such as, status change (active, guard, reserve), pay, benefits, and credit for service.
Employee Self-Service	Employees, retirees, and family members can view and interact with the organization holistically anytime, anywhere, at a single "point of contact" utilizing technology (e.g., portal or telephony).	Members and employees will be given electronic access to all personal data that they control (pay statement to either view or print, health care open enrollment, new hire selections, goal setting, performance review process, training courses, etc.). Employee Self-Service reduces overall human resource costs, speeds overall HRM processing, and improves service and employee/member satisfaction.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Integration of Personnel and Pay Functions	Single point of entry for reporting and access of all personnel/payroll information.	Members/employee benefits include access to their personnel and pay voucher/travel reimbursement. This gives both members/employees and the organization a “one stop shop” for personnel pay/travel information, reporting, and error correction. Implementation of a single personnel/payroll/travel processing activity has the potential to increase process efficiency and decrease costs by providing a standardized approach to member/employee notification of the organization’s personnel/pay/travel policies and pay cycles.
Shared Service Center	A single, centralized service center concept is utilized to consolidate and integrate the human resources, payroll, and benefits functions.	Employees, retirees, and authorized annuitants will be able to access pay and personnel information from a single point of contact. From an organizational perspective, this minimizes the high cost of servicing members and employees from different location. Benefits include: standard and consistent servicing of employees; elimination of redundant data captures; and increasing consistency and accuracy of data. The integration of these functions allows for holistic management of the employee life cycle from the entry to the organization to the separation from the organization and all processes, such as pay management; benefits management, and organizational development.
Competency Management	Enterprise management of skills, abilities, and behaviors related to human resources and the related position will help align competencies with organizational goals and objectives.	Competency Management is a pivotal element for aligning organizational core values with individual goals and career plans. It can take the guesswork out of predicting future on-the-job performance and behavior and gives hiring managers the information they need to make an informed hiring decision or recommendation. It allows for more effective and efficient identification and placement of resources.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Automate Travel Reservations, Authorizations, and Payments	From their desktop, travelers will be able to create an electronic travel authorization with access to real-time availability of air, domestic rail, hotel, and rental car information subject to approved DoD business rules. Travel requests will be routed electronically for approval. Expense reporting will be filed electronically and routed to proper approving officials. Payments for approved travel expenses will be made immediately to the charge card company with the remainder paid by electronic funds transfer to the traveler. All financial transactions will be directed to appropriate DoD systems without human intervention and all records will be electronically archived. The travel process will maximize use of web technology and will be done in an electronically secure environment.	Provides on-line travel and expense reporting, such as individual billing of airfares, which allows the traveler access to information and control of his/her own itinerary. This empowerment results in increased employee satisfaction. Travel authorization either is reduced or eliminated as the automated system can check for certain travel requirements, and only certain ones are sent to management for approval. Cash advances replaced by employee charge card program, which allows for more organizational accountability and security of funds. Travelers receive corporate-sponsored cards that include features such as cash withdrawals and make the employee more accountable for travel monies used.
Electronic Health Record	The Armed Forces Health Longitudinal Technology Application (AHLTA) is the military Electronic Health Record (EHR). Medical and dental records are maintained in an electronic form, stored in a centralized Clinical Data Repository (CDR). This centralized data storage allows medical data to be accessed by authorized users 24 hours a day from anywhere in the world.	An electronic record provides a continuous record of medical care without the storage requirements of maintaining a paper-based record. Electronic records offer greater accountability through the maintenance of an electronic “audit trail”. Electronic storage of clinical information allows rapid aggregation of medical data and an unprecedented capability for medical surveillance of the military population. Information can be entered once and read throughout the system, relieving the current need for multiple recording of the same information.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Computerized Patient Order-Entry (CPOE)	Military health care providers utilize computerized physician order entry (CPOE) to electronically order lab tests, request radiology exams, issue prescriptions, and record diagnostic and treatment codes. The orders become part of the patient's permanent medical record. The orders are immediately transmitted to the proper laboratory, radiology section, or pharmacy. Once laboratory or radiological studies are completed, they can be viewed by authorized users on-line.	CPOE enhances patient safety by helping physicians to issue clear orders efficiently and effectively and prescribe medications as safely as possible. Health care workers no longer have to rely on the previous system of hand written paper laboratory and radiological study requests and pharmacy orders, hand carried to the proper destination, and paper laboratory and radiological reports, hand carried back to the requestor. Practitioners will no longer have to contend with the problem of ensuring that each of those paper requests, reports, and medication orders is attached to the proper page of the proper paper medical record. Rapid, electronic access to diagnostic and treatment data will speed and improve medical treatment and allow physicians to make better use of their clinical time.
Joint Medical Asset Visibility	The Joint Medical Asset Repository (JMAR), established in 1997, is designated by the Joint Total Asset Visibility (JTAV) Program as the single source to acquire, manage, and provide timely and accurate medical asset visibility information to the Quad-Service medical logistics community on the location, movement, status and identity of medical equipment, supplies and blood. Managed by the Defense Medical Logistics Standard Support (DMLSS) system Program Office.	Provides the ability to quickly locate needed medical supplies, equipment, or blood, regardless of the owning Service. In the case of an FDA recall of a particular lot of a drug, medical logisticians can rapidly determine what facilities have the drug, what lot numbers they have, how much they have on hand, and the nearest facility that can supply replacements. Future builds of the system will link with federal medical logistics databases, allowing this same level of asset visibility for all federal medical entities. This is especially relevant for Homeland Security and Emergency Management.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Consolidated Class VIII Inventory Management and Prime Vendor Support	Defense Medical Logistics Standard Support (DMLSS) replaces a multitude of aging legacy medical logistics system with a single standard DoD Medical Logistics system. Basic functionality includes stock control, Prime Vendor operations, preparation of procurement documents, research and price comparison among a variety of sources for products, property accounting, biomedical maintenance operations, capital equipment, property management, inventory, and a facility management application that supports the operations of a fixed medical treatment facility physical plant and supports Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) accreditation requirements.	Standardizes the myriad medical logistics systems used by DoD's Uniformed Services Medical Departments. Maximizes the cost savings that can be obtained from shifting to business practices utilized by the commercial community. Increases the ability to share and transfer data within the DoD medical community. Moves medical logistics operations forward toward the customer, making logistics more user friendly, less labor-intensive, and supplies more readily available.
Patient Diagnostic Coding and Claims Processing	The new system will use an integrated suite of products including Coding and Reimbursement, Physician Coding and Reimbursement, Coding Reference Software, All Patient Refined - Diagnosis-Related Group (APR-DRG) Software, Audit Expert Inpatient and Outpatient Software, as well as Health Record Management Software and Care Management System. The system will provide data analysis and reporting tools for every step in the care process, including applications for coding, grouping and editing; reimbursement calculations; patient data abstracting; care management evaluation; and medical necessity review.	The new system will improve the accuracy of clinical information through improved coding accuracy. This is critical in Health Surveillance and Medical Trend Analysis efforts. The system will help ensure correct billing, thus increasing revenue generation. Also, it will reduce the risk for noncompliance and will allow improved care management evaluation.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Credential Tracking and Visibility	The Centralized Credentials Quality Assurance System (CCQAS) is a standard Department of Defense (DoD) system for documenting active duty, reserve, guard, and civilian privileged and non-privileged providers at 540 sites, supporting 1,600 users, and containing 60,000 current and historical records. CCQAS provides a single, web-based, Tri-Service repository containing Military Health System (MHS) direct-care system provider credentials, adverse actions, incident, risk management, disability, and Judge Advocate General Manual (JAGMAN) information. CCQAS is available on-line from any location, at any time, to approved users. CCQAS has been approved by the Joint Commission on Accreditation of Healthcare Organizations as a solution for electronic transfer of prime source verified credentialing data and other related material. The program is also identified as a model under the guidelines of the Federal Health Care Provider Credentialing Initiative led by the Department of Health and Human Services.	CCQAS will significantly improve readiness in the MHS by providing timely access to the credentials and risk management data of thousands of health care practitioners to include all uniformed health care providers and DoD civilians. CCQAS will provide accountability for collecting and tracking this data throughout the MHS, enhancing the deployment readiness of the Department's health care practitioners. Moreover, it will provide a source of accurate information to leaders and planners at service headquarters and operational and peacetime medical treatment facilities.
Patient/Community Health Wellness Outreach	TRICARE Online is the MHS Internet point of entry that provides beneficiaries easy access to available healthcare services, benefits, and information and facilitates portability of benefits. It offers online appointment scheduling, access to over 18 million pages of trusted health information, the ability to check medications for possible adverse reactions, and access to claims information.	Will speed the process of scheduling medical appointments; provide prompts and reminders about appointments; support web-based pharmacy renewals; and facilitate secure patient/provider communication. The provided wellness information will aid the beneficiaries and their families in assessing and maintaining their health. These capabilities will promote efficiencies through automation of processes that formerly required human intervention, increasing MHS staff time available for care delivery and creating opportunities to improve beneficiary satisfaction through availability of online, on demand services.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Commercial IT Outsourcing for Help Desk	In April 2003, the GAO conducted a survey of outsourcing projects in the DoD. Specifically, they looked at whether the projects followed 70 leading commercial practices recommended by the GAO in a November 2001 report. For the survey GAO looked at an outsourcing project from each of the Services plus MHS and National Geospatial-Intelligence Agency (NGA). The MHS project was the outsourcing of all call and help desk services for all MHS software applications. The project began in June 2001 and had an approximate value of \$71 million.	Of the five outsourcing projects reviewed, it was determined that the MHS help desk outsourcing project complied with greatest percentage (99%) of the 70 commercial best practices. The ratings of all five projects were from 79% to 99%. The only best practice that the MHS help-desk project did not fully follow was benchmarking and determining baseline productivity of the internal services. The MHS project was able only to make an estimated baseline because adequate historical data was not available.



Appendix E: ACRONYMS

Acronym	Definition
AAP	Affirmative Action Plan
AC	Active Component
ACART	Architecture Compliance and Requirements Traceability
ACAT	Acquisition Category
AEP	Affirmative Employment Program
AHLTA	Armed Forces Health Longitudinal Technology Application
ANZUS	Australia, New Zealand, United States Security Treaty
APF	Appropriated Funds
APR-DRG	All Patient Refined – Diagnosis-Related Group
BEA	Business Enterprise Architecture
BEP	Business Enterprise Priority
BTA	Business Transformation Agency
CBMA	Core Business Mission Area
CCQAS	Centralized Credentials Quality Assurance System
CDR	Clinical Data Repository
CHCS II	Composite Health Care System II
COI	Communities of Interest
ConOps	Concept of Operations
COTS	Commercial Off-The-Shelf
CPMS	Civilian Personnel Management System
CPP	Civilian Personnel Policy
CTO	Commercial Travel Office
DBSMC	Defense Business Systems Management Committee
DCPDS	Defense Civilian Personnel Data System
DeCA	Defense Commissary Agency
DFAS	Defense Finance and Accounting Service
DHRA	Defense Human Resources Activity
DIA	Defense Intelligence Agency
DIMHRS (Pers/Pay)	Defense Integrated Military Human Resources System for Personnel and Pay
DISA	Defense Information Systems Agency
DITPR	Defense Information Technology Portfolio Repository



Acronym	Definition
DLA	Defense Logistics Agency
DMDC	Defense Manpower Data Center
DMLSS	Defense Medical Logistics Standard Support
DoD	Department of Defense
DODEA	Department of Defense Education Activity
DoDI	Department of Defense Instruction
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities
DPG	Defense Planning Guidance
DSB	Defense Science Board
DSS	Defense Security Service
DTS	Defense Travel System
DUSD (P&R)	Deputy Under Secretary of Defense for Personnel and Readiness
EA	Enterprise Architecture
EEO	Equal Employment Opportunity
EHR	Electronic Health Record
EO	Equal Opportunity
ETP	Enterprise Transition Plan
FDA	Food and Drug Administration
FHP	Force Health Protection
FOC	Full Operating Capability
FY	Fiscal Year
GAO	Government Accountability Office
GIG	Global Information Grid
HA	Health Affairs
HR	Human Resources
HRM	Human Resources Management
IRB	Investment Review Board
IT	Information Technology
JAGMAN	Judge Advocate General Manual
JCAHO	Joint Commission on Accreditation of Healthcare Organizations
JCIDS	Joint Capabilities Integration and Development System
JMAR	Joint Medical Asset Repository



Acronym	Definition
JTAV	Joint Total Asset Visibility
LoB	Line of Business
LoBs	Lines of Business
MAIS	Major Automated Information System
MC&FP	Military Community and Family Policy
MEPCOM	Military Entrance Processing Command
MHS	Military Health System
MPP	Military Personnel Policy
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Funds
NAFI	Non-Appropriated Funds Instrumentality
NARA	National Archives and Records Administration
NATO	North Atlantic Treaty Organization
NDAA	National Defense Authorization Act
NGA	National Geospatial-Intelligence Agency
NOAA	National Oceanic & Atmospheric Administration
NSA	National Security Agency
NSPS	National Security Personnel System
OASD (NII)	Office of the Assistant Secretary of Defense for Networks and Information Integration
OMB	Office of Management and Budget
OUSD (P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
OV	Operational View
P&R	Personnel and Readiness
P&R IM	Personnel and Readiness Information Management
PAE	Program Analysis and Evaluation
PCM	Primary Care Manager
PCS	Permanent Change of Station
PfM	Portfolio Management
PHS	Public Health Service
PI	Program Integration
PPBE	Planning, Programming, Budgeting, and Execution
PSA	Principal Staff Assistant



Acronym	Definition
PV	Personnel Visibility
QDR	Quadrennial Defense Review
QOL	Quality of Life
RA	Reserve Affairs
RC	Reserve Component
SEATO	Southeast Asia Treaty Organization
SNAP-IT	Select and Native Programming Data Collection-Information Technology
TDY	Temporary Duty
TOL	TRICARE Online
TSO	Transition Support Office
ULB	Unified Legislation and Budget
US	United States
USC	United States Code
USD (P&R)	Under Secretary of Defense (Personnel and Readiness)
USMIRS	US Military Entrance Processing Command Integrated Resource System
USO	United Service Organizations
VA	Department of Veterans Affairs